UNITED NATIONS

DP

Governing Council of the United Nations Development Programme

Distr.
GENERAL

DP/CP/IVC/5
1993
ENGLISH
ORIGINAL: FRENCH

Fortieth session
1-18 June 1993, New York
Item 4 (a) of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR CÔTE D'IVOIRE

Programme period	Actual resources programmed	$
January 1993-December 1996	IPF	12 384 000
	Estimated cost-sharing	926 000
	Total	13 310 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. After sustained economic growth during the period 1960-1980, the economy of Côte d'Ivoire has been undergoing a prolonged crisis as a result of the collapse of the world market prices of coffee and cacao. During the period 1986-1990 the mean annual growth rate of the gross domestic product (GDP) was -1.8 per cent, whereas the population growth rate was 3.8 per cent, of which 0.7 per cent was due to migration. Between 1985 and 1989 the financial deficit of the public sector increased from 4 per cent to 17 per cent of GDP, and the deficit in the current account of the balance of payments increased from 3.6 per cent to 10 per cent of GDP. During the same period the ratio of the external debt to GDP increased from 76 per cent to 86 per cent, and the cost of debt service increased from 41 per cent to 57 per cent of export receipts. Between 1980 and 1989 the rate of investment fell from 28 per cent to 8.5 per cent of GDP. The crisis is also attributable to internal structural weaknesses. In spite of efforts at diversification, agriculture remains heavily dependent on coffee and cacao. The activities and exports of the industrial sector are declining, *inter alia* because of the weakness in investments and a lack of competitiveness.

2. The deterioration of the economic situation has had an impact on the people's standard of living: between 1987 and 1990 the real per capita GDP declined by more than 20 per cent. The human development index (HDI) in 1992 is 0.289, placing Côte d'Ivoire in the one hundred twenty-third position out of 160 countries (life expectancy 54 years, health coverage 31 per cent of the population, primary enrolment ratio 70 per cent and adult literacy rate 42 per cent, with 32 per cent for women. Large-scale endemic diseases persisted, and there was a rapid advance of the pandemic of acquired immunodeficiency syndrome (AIDS). The unemployment rate was over 13 per cent. Moreover, with 46 per cent of the population under 15 years of age and with rapidly advancing urbanization, the demand for social services is becoming increasingly urgent. There is also a growing degradation of the environment, characterized by a reduction of primary forests, urban pollution and floating vegetation. In addition, the presence of 180,000 Liberian refugees in the territory of Côte d'Ivoire aggravates the present difficulties.

B. National development objectives and strategies

3. The persistence of the economic and social crisis led the Government to adopt vigorous stabilization and recovery measures in 1990. In 1991 the Government set up a medium-term economic programme with four principal objectives: (a) restoration of the major economic and financial balances; (b) rehabilitation of the financial sector; (c) improvement of competitiveness; and (d) utilization of human resources.

4. In economic terms, the objective is to attain a sustainable growth rate of 5 per cent by 1995; in terms of human development, the objective is to increase the well-being of the population; and in terms of sustainable development, the objective is to meet adequately the needs of present and future generations.

5. The management strategy is based on disengagement of the Government from production processes, an increased role for the private sector in economic recovery and a more active participation by the population at large in economic and social development. In support of this action, the Government is adopting programmes for the following: financial stabilization; adjustment of the financial sector and of competitiveness; utilization of human resources; management of development and coordination; communal development; fight against AIDS; and environmental action.

II. EXTERNAL COOPERATION

A. Role of external cooperation

6. Côte d'Ivoire receives a large amount of external assistance, which was estimated in 1990 at $736 million. Multilateral aid represented 56 per cent of total aid, of which 23 per cent is provided by the United Nations system. The main sources of multilateral financing are the European Economic Community (EEC), the African Development Bank (AfDB), the World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA). Bilateral systems accounted for 44 per cent of the total, and 80 per cent of this was contributed by the Government of France. The other main sources of bilateral financing are the Governments of Belgium, Canada, Germany, Japan and the United States of America. The great majority of this aid (68 per cent) is provided in the form of loans, while 32 per cent is in the form of grants.

7. In 1990 four sectors alone mobilized 77 per cent of external resources: economic management, agriculture, international trade and energy. Côte d'Ivoire is also receiving humanitarian aid for the Liberian refugees, which was established with the participation of the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP, UNICEF, the United Nations Development Fund for Women (UNIFEM) and the direct or indirect assistance of non-governmental organizations (NGOs) and bilateral sources, including the Governments of Belgium, France, the Netherlands and the United States.

B. Aid coordination arrangements

8. Since 1991 the Prime Minister's Office of the Economy, Finance and Planning has assumed the principal responsibility for the coordination of external aid. The Ministry of Foreign Affairs, for its part, is involved in the coordination of decentralized aid and of technical cooperation programmes provided by bilateral sources and NGOs and acts as a point of convergence in connection with technical cooperation among developing countries (TCDC). The Government has decided to take steps to improve the coordination of policies in the various administrations and has asked UNDP to provide cooperation for capacity-building in management and in the coordination of external aid.

9. The coordination of aid between lenders is organized on a sectoral or thematic basis, which must, however, be strengthened and systematized. Within the context of the programme approach, it has been possible to achieve complementarity between the UNDP country programme and the programmed activities on the organizations participating in the Joint Consultative Group on Policy (JCGP). UNDP and UNFPA have succeeded in harmonizing their programming cycles, and efforts to achieve very strong synergy and complementarity with WFP and UNICEF have been made.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

10. The mid-course review and the various periodic reviews of the fourth country programme have revealed the following main points:

11. The strong points may be summarized as follows: The three areas of intervention covered by the fourth programme - rural development and agricultural production, industrial and commercial development, including small and medium-sized enterprises, and reform and strengthening of administration - have been and continue to be priority areas for attaining the objectives of restoration and economic recovery of the country. The programme has had a positive impact on national capacity-building, particularly with regard to the preparation of policies and

programmes for adjustment and development. It has made it possible to support the efforts of national teams in the preparation of the medium-term economic programme and the programmes for structural reforms of the economy. At the level of decentralized management, an important project in support of communal development has been carried out with the participation of a number of financing sources, including the World Bank.

12. In the rural sector, the programme has helped in the diversification of crops and the improvement of crop productivity. It has also contributed to the elaboration of reforms relating to support institutions for the agricultural sector and to the expansion of the activities of Cooperative-Vocation Groups (CVGs) [Groupements à vocation coopérative (GVC)]. Significant support has been given to national research teams working on the improvement of agricultural productivity in the savanna area within the context of a type of management better adapted to ecologically fragile zones. In preparation for the United Nations Conference on Environment and Development, UNDP has also financed a national team's preparation of the National Report on the Status of the Environment. In the industrial sector, the programme has supported the national process of reflection on the role of the private sector. Similarly, programming has been sufficiently flexible to make it possible to adapt projects to changing realities. Two examples are the support given to the work of the National Committee on Competitiveness, which has conducted a study on the cost of factors, and the support given to the formulation of industrial and commercial strategies for certain sectors.

13. With regard to the shortcomings of the country programme, it has been noted that there has been a dispersion of effort, manifested in a large number of small projects, 41 in all, necessitating many administrative actions. Among these, 21 projects were completed in 1991 and 18 will be completed in 1992, making a total of 39 projects. Consequently it is now possible to apply the recommendations aimed at increased concentration of efforts in support of national priority programmes and at giving greater attention to social aspects. It has been agreed that human development will constitute a horizontal theme of the fifth programme and that high priority will be given to the participation of women in the development process, this being done in keeping with the objective of relieving poverty. The contribution of the fourth programme for national capacity-building might have been greater if the institutional and financial contexts affecting the actual transfer of techniques and skills had been examined with greater precision before the launching of certain projects. Moreover, it has been recommended that increased recourse should be had to national expertise and to national implementation, according to each specific case, depending on existing capacities. Moreover, the mobilization and building of national capacities will constitute a horizontal theme of the fifth programme.

B. Proposals for UNDP cooperation

1. Preparatory process

14. It has been agreed with the various partners that the fourth programme will be extended by one year in order to make possible a better synchronization between the formulation of the medium-term economic programme and the fifth country programme. The following main initiatives have been taken as part of the continuing process of consultation on the preparation of the fifth programme: annual review of the fourth programme, advisory note, study on national implementation, study on HDI, identification of the needs for technical cooperation in certain priority areas, workshop on environmental management guidelines and consultations with the various sources of financing.

15. Within the United Nations system, numerous consultations have been held on the necessity of supporting the programme approach adopted by the Government. With regard to JCGP, a better harmonization of the programming cycles has been sought.

The country programmes of UNICEF and UNFPA relate to the periods 1992-1996 and 1993-1996 respectively. WFP, for its part, is currently engaged in the preparation of three important programmes, which are expected to be launched in 1993.

2. Strategy for UNDP cooperation

16. The United Nations General Assembly, in its resolution 44/211 dated 22 December 1989, and the UNDP Governing Council, in its decision 90/34 dated 23 June 1990, defined the general framework within which UNDP technical cooperation should be set up. In addition to the adoption of the programme approach and national capacity-building, these two instances identify six main areas on which UNDP's efforts should be concentrated: development management; struggle against poverty and participatory development; integration of women into the development process; environmental protection and management of natural resources; transfer and adaptation of technology for development; and TCDC.

17. The proposals for cooperation with UNDP take account at the same time of the specific needs of the Government of Côte d'Ivoire with regard to the strengthening of the country's national capacities and the role of UNDP. Moreover, the role assigned to UNDP arises from certain comparative advantages from which the Government intends to benefit fully during the fifth country programme: cooperation provided in the form of grants; the catalytic nature of cooperation; multisectoral and interdisciplinary approach; access to the capacities of the entire United Nations system and to a universal network of expertise; systematic taking into account of the regional dimension in the various programmes; and experience with regard to the identification of needs for technical cooperation, mobilization of resources and coordination.

3. Proposed UNDP cooperation in selected areas of concentration

18. Taking as a point of departure national development objectives, strategies and programmes, the technical cooperation needs arising from national plans of action and programmes of development, the role of UNDP with regard to technical cooperation and the results of the experience acquired during the fourth programme, it is proposed that the efforts of the fifth programme should aim at two areas of concentration: first, management of sustainable development and, second, decentralized development and basic initiatives.

Proposed cooperation in the management of sustainable development

19. National development programmes and objectives. The Government has decided to launch a series of actions aimed at ensuring sustainable development compatible with short-term requirements. The main elements are the following: (a) definition of a framework for long-term intervention by all development actors; (b) capacity-building in management, making it possible to advance at the economic and social levels; (c) utilization of human resources; and (d) improvement of competitiveness. The strategy for attaining these objectives is based on reorientation of development management, disengagement of the Government from the productive sectors and an increased role for the private sector and associative groups.

20. UNDP cooperation. The Government has decided to establish a framework for long-term intervention by all development actors, giving preference to social dialogue on the country's major structural problems, with a view to reaching a national consensus on the future desired by the nation. In March 1992 the Government established a National Perspective Commission responsible for conducting the analyses and consultations on the possible types of future for Côte d'Ivoire.

21. It is proposed that UNDP should support the strengthening of national capacities in the following priority areas: (a) methodological support; (b)

organization of training workshops; (c) support of the participatory approach by means of national sensitivity-training seminars; (d) support for the conduct of the national long-term perspective study; and (e) transfer of knowledge about the experience acquired in other developing countries by means of regional project RAF/91/006, "African Futures".

22. With UNDP support, the Government has prepared a programme for development management and coordination, whose immediate objectives are the following: (a) national capacity-building for the conception, formulation, implementation and follow-up of strategic development choices; (b) developing a system of information for development management; (c) making sustainable the internalization and adoption of methods, concepts and instruments; and (d) consolidating the process of decentralization.

23. UNDP support will be based in part on the achievements of projects IVC/90/002 (Assistance to the Office of the Prime Minister) and IVC/88/005 (Assistance to planning services). This support will be aimed at the complex of central institutions responsible for development management and coordination and will be centred on the principal economic functions identified in the Programme of Capacity-Building in Management and Coordination (perspective vision - conception, formulation, implementation and follow-up of policies; coordination of external resources; functional chain) and in the Follow-up Programme for Planning, Programming and Budgeting [Programme de planification, programmation et budgétisation suivi] (strategic management of sectors, economic and social information). National capacity-building will be needed in the following areas: (a) follow-up of the long-term perspective study; (b) formulation, follow-up and evaluation of policies and programmes for human development, including the establishment of a table of social indicators; (c) strategic management of the recovery in the context of a sectoral approach; (d) decentralized management of development; (e) regional integration; and (f) coordination of international financing.

24. With regard to the management of agricultural and industrial development, the Government expects to achieve in its medium-term economic programme the diversification of recovery opportunities and the improvement of product competitiveness, with an integrated sectoral approach. Private operators will be entrusted with the management of productive activities, while the Government will concentrate more on improving the macroeconomic framework, the regulatory environment and the support services which are indispensable to better performance on the part of private operators.

25. It is proposed that UNDP should assist national capacity-building in strategic sectoral management; (a) support to the establishment and functioning of an associative structure for the coordination and follow-up of recovery activities, to include all of the partners; (b) support to strategic groups, sector by sector, that are responsible for the formulation of integrated strategies to improve the productivity and competitiveness; (c) training of operators and information on technological opportunities and market prospects; and (d) support for the formulation of strategies, policies and programmes to promote small and medium-sized enterprises in the various sectors.

26. Management of the environment and natural resources is given high priority by the medium-term economic programme and the national long-term perspective study in the complex equation of economic and social development. In this context, the Government is preparing a National Environmental Plan of Action.

27. It is proposed that UNDP should provide assistance in the following areas: (a) establishment of a national environmental and sustainable-development observatory; (b) national capacity-building for the formulation, implementation and coordination of policies and programmes for sustainable development; (c) support for the

formulation and implementation of a national programme to combat floating vegetation, financed by the Global Environment Facility (GEF); and (d) support for the transfer of knowledge and technology, in particular through the promotion of TCDC. Moreover, provision is being made for a GEF regional project for pollution control and protection of the biodiversity of the marine ecosystem in the Gulf of Guinea.

28. Expected results. The programmes which will be undertaken in this area of focus should bring the following results: (a) capacity-building in the conception, formulation, implementation and follow-up of strategies and policies for sustainable human development; a framework for long-term intervention of all development actors; internalization of the concepts, methods and practices of development management; a network of non-administrative capacities; a permanent framework of coordination between the public and private sectors; standard operational schemes for the promotion and accompaniment of small and medium-sized enterprises at the sector level; and an operational environmental observatory.

29. Complementary assistance. EEC has agreed to co-finance the national long-term perspective study. Consultations are being conducted with the various partners of the United Nations system with a view to ensuring a coordinated approach. In addition, two studies relating to employment and to integration of the environment into agricultural planning respectively will be carried out on the basis of joint financing by UNDP/International Labour Office (ILO) and by UNDP/Food and Agricultural Organization of the United Nations (FAO) (technical support services).

30. UNFPA will intervene within the framework of the development management programme, collaborating in the formulation of a demographic policy and improving the collection of social data, particularly as part of the construction of the table of social indicators. The Management Development Programme (MDP) [Programme de gestion de développement (PGD)], TCDC and the African Capacity-Building Initiative (ACBI) will contribute successively to the level of decentralization, exchanges of experience with other countries and national capacity-building. Synergy with the World Bank's Economic Management Support Programme (EMSP) [Programme d'appui à la gestion économique (PAGE)] will be sought.

31. Several sources of multilateral and bilateral financing are taking an interest in the productive sector, *inter alia* in the promotion of small and medium-sized enterprises (UNDP, the Central Fund for Economic Cooperation (CFEC) [Caisse centrale de coopération économique (CCCE)], the African Development Bank (AfDB), the World Bank, the United States Agency for International Development (USAID) and the Governments of Belgium and Canada. In the area of the environment, UNDP assistance will be part of an approach complementary to the other sources of financing, the most important of which today are the World Bank and the Government of Japan. Efforts will be made to achieve complementarity with regional projects, including in particular: African Futures, Incubators of Technological Enterprises [Incubateurs d'entreprises technologiques], Assistance to the Economic Community of West African States (ECOWAS) and the promotion and development of investments in Africa.

Proposed cooperation in decentralized development and basic initiatives

32. National development programmes and objectives. The main decentralization objectives aimed at by the medium-term economic programme for the period 1991-1995 are the following: (a) decentralization of certain responsibilities at the regional and communal levels; (b) improvement of living conditions at the level of village areas; (c) promotion of basic initiatives which can be repeated locally with the participation of women, village groups, small entrepreneurs and NGOs; and (d) decentralized promotion of human development.

33. UNDP cooperation. The Government has prepared a programme for the utilization

of human resources with a view to making educational and health services and employment opportunities more accessible to the most disadvantaged groups.

34. It is expected that UNDP will cooperate in the implementation of this programme in the following areas: (a) education for all (support for the programme of school cafeterias in rural areas for the poorest children); (b) primary health care (improvement of living conditions for the patients at certain leprosaria and participation in the fight against dracunculosis); (c) jobs and basic initiatives (capacity-building for NGOs to support the implementation of microprojects); (d) women and development (capacity-building in the Ministry for the Promotion of Women and creation of an observatory to monitor the status of women, capacity-building in staffing and management for women's groups, functional literacy, promotion of credit and basic initiatives); and (e) support for Liberian refugees and host families (capacity-building in health education and the development of small income-producing activities).

35. The Government has, with UNDP support, undertaken the formulation of a communal- development programme aimed at removing the most important constraints which limit the activities of communes: insufficiency of economic and social infrastructures, limited financial resources, problems of maintenance and major disparities between communes.

36. It is proposed that UNDP should continue its support for capacity-building in communes in the following main areas: (a) formulation and implementation of restructuring programmes in a representative number of communes with a view to better budgetary and functional performance; (b) establishment of procedures for consultations on the needs of the people; (c) training and counseling in the principal areas of communal action (planning, programming, budgeting, involvement of young people, environment, health care, promotion of women, education for all); (d) formulation and implementation of communal schemes for management and equipment; and (e) establishment of an associative structure for communal coordination.

37. The Government has adopted a strategy aimed at: (a) improving the performance of institutions that give support to agricultural operators; and (b) progressively transferring to CVGs and private operators a large number of functions which are still being performed by the Government; and (c) promoting decentralized and participatory management of village areas.

38. UNDP cooperation is aimed at ensuring better training for farmers and an increase in their income on a sustainable basis. It is anticipated that UNDP will provide assistance in the following related areas: (a) support for the programme of restructuring of institutions that give support to rural development, *inter alia* by capacity-building for the National Restructuring Cell [Cellule nationale de restructuration] in matters of functional organization, training and coordination of the national restructuring programme; (b) support for the programme of consolidation of CVGs, in particular by support for transferring to the Government certain rural training functions (training, marketing, savings, credit and microenterprises); and (c) support for the programme of management of village areas, in particular by supporting the development of agricultural systems based on community participation and designed to meet the essential needs of the villagers, fighting poverty and improving the management of natural resources in a perspective of sustainable development.

39. The rapid advance of infection by the human immunodeficiency virus (HIV) is reaching all strata of society and creating increasingly complex problems associated with taking care of patients and their families and with clinical, material and psycho-social support. The peak frequency of the illness occurs among persons aged 20 to 39, clearly showing that it can radically change the economic and social fabric of the population and the very process of development. Initially concentrated on medical and health problems, the national programme for combating

AIDS has been gradually expanded within the context of a more global, multisectoral, multidisciplinary and decentralized approach.

40. The UNDP contribution will be made in the context of the alliance with the World Health Organization (WHO). Supporting the National Committee for Coordination of the Fight against AIDS, UNDP will assist in national capacity-building in the following areas: (a) intersectoral coordination; (b) legislation and protection of the rights of patients; (c) counseling services to enterprises, associative groups and school circles; and (d) AIDS prevention and health care in a community environment, with the participation of local collectivities, NGOs and women's groups.

41. Expected results. The establishment of support programmes in this area of focus should bring the following results: capacity-building in local collectivities, NGOs and decentralized administrations for effective management of the process of decentralized development; improvement of the people's living conditions (hygiene, health, education), particularly in the rural environment; raising the school enrolment ratio; establishment of an operational observatory to monitor the status of women; consolidation of the communalization movement; better training and increased income for farmers; development of microprojects at the local level; sensitivity training on the problems of environmental protection; and national capacity-building for intersectoral coordination, legislation and combating and preventing the scourge of AIDS.

42. Complementary assistance. Numerous sources of financing take part in the financing of the Programme for the Utilization of Human Resources, in particular the World Bank, AfDB, the European Development Fund (EDF) and the Government of France. At the level of United Nations system, UNDP interventions will be carried out in a context complementary to that of UNIFEM, UNICEF, WFP, UNFPA and WHO. The communal-development programme will receive support from several sources of financing, including EDF and the Governments of Belgium, France and the United States. At the level of the decentralized management of rural development, several sources of financing, including the World Bank, will finance the National Programme of Support for Agricultural Services, and EDF will co-finance the consolidation of CVGs; in addition, the World Bank, AfDB, EDF and IFAD are interested in financing some activities at the level of village areas. Complementarity in the field with the various programmes of UNICEF will also be sought. Several sources of financing are already participating in the fight against AIDS (WHO, EEC, USAID, the German technical cooperation agency [Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)], UNICEF and the Governments of France, Japan and the United Kingdom of Great Britain and Northern Ireland). There will also be efforts to achieve complementarity with regional projects, including support for NGOs and the fight against AIDS.

Other assistance

43. Support services for the programme are made up of two small-scale projects which consist in promoting TCDC, organizing seminars and carrying out studies or support activities for the programme in keeping with the content of the programme's two areas of focus. They constitute a horizontal support for the programme.

C. Assistance outside areas of focus

44. There is no provision for assistance outside areas of focus.

D. Implementation and management arrangements

45. Some essential principles of implementation and management will be followed during the implementation of the fifth country programme, in keeping with the concerns of the UNDP Governing Council.

1. The programme approach

46. The national programmes already formulated or in the process of formulation will serve as a framework for the activities of UNDP during the fifth country programme. Thus, in addition to support for the national long-term perspective study, for the sectoral adjustment programme aimed at competitiveness, for the national environmental-action programme, for the programme of utilization of human resources and for the national programme to combat AIDS, UNDP will help the Government to formulate the following programmes: development management and coordination of assistance; communal development; support for agricultural services; and consolidation of CVGs. Each national programme will include indicators of the expected results, as well as machinery for the coordination of assistance, follow-up and evaluation. It is generally envisaged that there will be a national coordination and follow-up committee established, including all of the partners concerned - the Government and the sources

of bilateral and multilateral financing. UNDP will support national capacity-building in the area of follow-up and evaluation.

2. Management and follow-up of the programme

47. Sustainable human development, utilization of human resources and national capacity-building have been adopted as horizontal themes of the fifth programme. Thus, each support document for a national programme will be provided with indicators of impact on sustainable human development, including the participation of women. Similarly, each document will contain a strategy for the utilization and building of national capacities, complemented by performance indicators. The responsibility for management and follow-up of the programme, like the programme itself, will rest with the Government and UNDP. The Government has entrusted the management of the fifth programme to the Prime Minister's Office of the Economy, Finance and Planning. Thus, any request relating to UNDP assistance should be submitted to that Ministry for examination prior to being transmitted to UNDP. The Government and UNDP have agreed to manage and follow up the programme through tripartite and multipartite reviews, periodic or thematic evaluations, annual and mid-course reviews and monthly meetings for the continuing and permanent follow-up of the programme.

3. Implementation

48. Provision has been made for increased resort to national implementation based on a case-by-case analysis of existing national capacities. The involvement of national entities in all the stages of national implementation will make possible the mobilization of the central or decentralized administrative structures, NGOs, the Chamber of Commerce and the Chamber of Industry [chambres consulaires], the other economic chambers [chambres de métiers] and research institutes and thus the building of their capacities to manage development. The specialized agencies of the United Nations system will be requested to make their capacities and their experience available for the implementation of the programme. Similarly, all the support capacities of the United Nations system (funds and machinery) will be mobilized for the implementation of the programme. Thus MDP, UNIFEM, TCDC and GEF will contribute additional resources. The utilization of United Nations Volunteers is envisaged both in traditional spheres and in less traditional ones, such as economic management, communal management and the fight against AIDS. The transfer of knowledge through expatriate nationals (TOKTEN) and the programme of United Nations International Short-term Advisory Resources (UNISTAR) will also be promoted.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	Thousands of dollars	
Carryover from fourth-cycle IPF	1 359	
Fifth-cycle IPF	16 275	
Estimated expenditures in 1992	2 992	
Programme cost-sharing (1992)	460	
Subtotal, IPF		12 384
Project cost-sharing (Government)	830	
Project cost-sharing (third-party)	96	
Subtotal, cost-sharing		926
TOTAL		13 310

II. USE OF RESOURCES (IPF + cost-sharing) ACCORDING TO AREA OF CONCENTRATION

Area of concentration	IPF	Cost-sharing	Total	Percentage of total resources
Management of sustainable development	3 483	-	3 483	26.2
Decentralized development and basic initiatives	5 443	926	6 369	47.8
Support projects	262	-	362	2.2
Subtotal	9 288	926	10 214	76.7
Unprogrammed reserve	3 096	-	3 096	23.3
TOTAL	12 384	926	13 310	100

Annex I (continued)

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN UNDP'S AREAS OF FOCUS

	Thousands of dollars	
A. Funds administered by UNDP		
SPR	60	
UNRFNRE	200	
DMP	1 000	
AGENDA 21 (forestry)	400	
CAPACITY 21	150	
Subtotal		1 810
B. Other United Nations sources		
Agencies participating in JGCP		
UNFPA	-	
UNICEF	-	
WFP	18 000	
IFAD	-	
United Nations agencies (other than UNDP financing)		
Global Facility for the Environment	3 500	
Subtotal		21 500
Total resources other than basic and other United Nations resources		23 310
C. Resources external to the United Nations		
EDF		1 000
TOTAL		24 310

Annex II

PROGRAMME MATRIX a/

Area of concentration	Area of focus: Elimination of poverty and participation of basic communities in development	Environment and management of natural resources	Management of development	Technical cooperation among developing countries	Transfer and adaptation of technology	Women in development
I. MANAGEMENT OF SUSTAINABLE DEVELOPMENT						
National study on long-term perspectives	*	*	*	*	*	*
Management of development and coordination	*	*	*	*		*
Management of agricultural and industrial development	*	*	*	*	*	*
Management of the environment and natural resources	*	*	*	*	*	*
II. DECENTRALIZED DEVELOPMENT AND BASIC INITIATIVES						
Utilization of human resources and basic initiatives	*	*	*		*	*
Communal development	*	*	*			*
Decentralized management of rural development						
Restructuring of institutions that support rural development		*	*	*	*	
Consolidation of cooperative-vocation groups (CVGs)	*	*	*	*	*	*
Management of village areas	*	*	*		*	*
Fight against AIDS	*		*	*		*

(a) The asterisks indicate major linkages.